



Delta Sigma Phi

ACB Manual: A Resource for Chapter Volunteers

2002

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INTRODUCTION

Congratulations on your decision to become a chapter volunteer for Delta Sigma Phi. Advisory support is one of the keys to successful colonies and chapters. Delta Sigma Phi knows that our best groups have involved volunteers who care about the welfare of the individual members and the collective group. The Fraternity benefits greatly from people like you; people who are committed to seeing the organization and the young men in the organization succeed. Your involvement is truly a testament that you want Delta Sigma Phi to be the best.

This manual will help you get acquainted with the responsibilities, duties, and objectives of the Alumni Corporation Board (ACB) and the Chapter Advising Team. It is comprised of material taken from the official Delta Sigma Phi *Fraternity Manual* and also includes information gathered from alumni and friends of Delta Sig who have served in local level volunteer positions.

The Chapter Advising Team is still a fairly new concept and is an excellent complement to the traditional ACB because it provides the chapter with a larger and more diverse group of people who serve as resources. We strongly encourage the ACB and Chapter Advising Team to work collaboratively. A model structure is provided, however, we encourage you to develop an arrangement that best fits the needs of the local group.

Thank you again for your dedication to Delta Sigma Phi. If ever you have a question, please do not hesitate to contact the Challenge Team. We are here to help you, your fellow advisors, and the chapter.

THE TEAM CONCEPT

Volunteers are part of an important team in ensuring Delta Sigma Phi's colonies and chapters succeed. The primary role is to provide leadership and guidance at the local level by serving as advisors to the members. Advisors do not operate independently. Rather, they are part of a larger group of individuals, each working with a different facet of the organization, to shape the group and help it become successful.

The volunteer structure is designed so that there is a sharing of responsibilities among a group of alumni and friends of Delta Sigma Phi. It reduces workload, the advising burden, and also brings in different viewpoints all focused on the same goal of providing the best possible support for the organization.

Whether you are the ACB Treasurer or the Growth Advisor, your purpose is clear: advise and support the members on a consistent basis. Too often our chapters fail for one reason, and that is lack of direction and focus. Involved advisors are key to making sure this does not happen. A team of advisors can work together to help brothers make the best decisions possible.

THE ADVISING ROLE

The local organization is structured so that a group of advisors can assist members regularly on meeting Delta Sigma Phi's expectations. The volunteer team is important in providing guidance regularly on meeting these standards and helping the group grow. Quality advising support becomes all the more important, however, when difficulties are encountered and the undergraduate members need facilitation on solving problems. At this time, the needs of an advisor's involvement are dictated not necessarily by role, but by the moment.

The following four premises are proposed as the basis for such a concept of the advisor's role:

- The role is dynamic, not static. The volunteer team must continually adapt its activities to fit the ever-changing situation in the chapter.
- Close working relationships between the volunteer team, chapter, and headquarters are very important. These relationships provide an opportunity for the advisors to serve as a unique combination of teachers, mentors, and friends.
- The advisors should strive to continually help the chapter become as self-sufficient as possible.

- The advisors should be as interested in the members as individuals as they are in the collective welfare of the group.

Delta Sigma Phi's success with any chapter is ultimately the responsibility of individual members within that particular group; the volunteer team and headquarters can only do so much. In view of this, it is clear the success of the team is directly dependent upon its ability to sense the changing needs of the organization, both promptly and accurately. To accomplish this, the advisors must get to know individual members of the group well. The process of getting acquainted is important because it provides the members with the opportunity to feel relaxed and at ease, and it also helps the members gain an understanding of the role advisors play in helping them be successful.

The advisor must be mindful of the importance of making his/her help and support available in ways that do not impose or interfere with the normal workings of the group. It is not the responsibility of the advising team to perform day-to-day functions of the chapter such as recruitment or educating new members. Intervening and accepting personal responsibility for the execution of a task that is normally the responsibility of the chapter will impede our members from learning the concepts of accountability and responsibility.

That being said, it is important to note that Delta Sigma Phi has placed confidence in the decisions of our advisors. Situations may arise when advisors choose to intervene, particularly when members are acting illegally, immorally, or unethically. Members must always conduct themselves in accordance with Delta Sigma Phi's *Code of Conduct*, the *Policy on Responsibility and Accountability*, as well as local, state, and national laws.

THE DO'S AND DO NOT'S OF ADVISING

DO NOT expect our students to make good decisions 100% of the time.
DO take advantage of mistakes by turning them into learning opportunities.

DO set a good example for the undergraduates.
DO NOT expect yourself to be perfect.

DO provide officers with contact information and discuss appropriate times for communication as well as preferred methods.
DO NOT allow undergraduates to call you at midnight because they're looking for ideas on how to improve scholarship.

DO become an active and visible supporter of the chapter.
DO NOT feel like you need to attend every committee meeting, recruitment event, or social.

DO provide support and assistance to chapter officers.
DO NOT take on the job responsibilities of chapter officers.

DO NOT talk too much in chapter meetings or try to run the chapter.
DO make worthwhile statements and challenge students on their decisions as appropriate.

DO honor the confidentiality of personal matters.
DO NOT let someone's trust in you prohibit you from doing what is right.

DO publicly praise a student for a job well-done.
DO NOT publicly criticize a student who messed up.

DO NOT allow your volunteer position to run your life.
DO take advantage of the opportunity to enrich your life while working with alumni, members of the community, and students. You will make new friends, gain new business contacts, and positively impact someone's life.

Section 2

Alumni Corporation

ALUMNI CORPORATION

A fraternity chapter has legal status. However, it is distinguished from the national fraternity as a separate legal entity. The chapter is normally an un-incorporated organization whose legal rights and duties are governed by the chapter's host state. The authority of un-incorporated organizations is limited: under the law of most states, un-incorporated associations, such as chapters, are not usually allowed to contract or hold title to real property. Moreover, undergraduate members are residents at a college or university for a relatively short time. New members are brought in as older members leave. This rapid turnover is not conducive to long-range planning, warranting the creation of a perpetual legal body such as the alumni corporation.

Each chapter alumni corporation is composed of all the alumni of the chapter who are in good standing with the chapter and the National Fraternity. All Members of undergraduate chapters automatically become members of their alumni corporation upon graduation or upon leaving school, providing they are in good standing in all respects.

The corporation exists to oversee the financial and business affairs of the undergraduate chapter, to foster and maintain continued brotherhood and support for the undergraduate chapter among the alumni and community, and to hold title to all real estate in the exact name of the corporation. All personal property of the chapter, such as furniture and fixtures, should be owned and held by the corporation in order to apply the proper funds received from the undergraduate chapter or alumni.

The members of each alumni corporation must meet at least once a year, preferably at Homecoming or at a time when the greatest number can be present. Special meetings of the entire corporation membership may be called as necessary, but ordinarily the affairs of the corporation are administered between annual meetings by the ACB.

ARTICLES OF INCORPORATION

Each chapter of Delta Sigma Phi must have an alumni corporation that can be organized by alumni, undergraduates or representatives of the National Fraternity. It is recommended that the name of the corporation be "(chapter name) Alumni of the Delta Sigma Phi Fraternity." After forming, each corporation must file articles of incorporation with the appropriate state official, usually the secretary of state. Articles must be submitted to and approved by the Executive Director prior to filing with the proper state authorities.

The articles of incorporation are fairly simple. The exact name of the proposed corporation is required, and its purposes and non-profit status, 501 (c) 7, must be declared. If the articles are in proper order, the secretary of state issues a charter that is usually permanent. Copies of the charter should be filed with the appropriate local official (usually the county clerk) and the Executive Director of Delta Sigma Phi, as well as kept in the board's minute book. Sample articles of incorporation are contained in the addenda section.

For tax purposes, each corporation should also apply for a federal identification number by requesting form SS-4 from the IRS. This form may be obtained online at <http://www.irs.gov/pub/irs-fill/fss4.pdf> The tax ID number should be forwarded to the Director of Finance. The National Fraternity must annually file a report informing the IRS which chapters and alumni corporations fall under our group exemption number (0588) and are therefore tax exempt. Certain states also allow real estate tax exemptions so be sure to check with your local officials to see if that is an option.

Once incorporated, the first duty of the alumni corporation is to hold the members meeting, adopt bylaws covering the activities of the corporation and the ACB, (a sample set of bylaws is included in the addenda section) and take due legal steps for the transfer and the holdings of property of and for the chapter. The bylaws must explicitly reaffirm the subsidiary nature of the corporation to the National Fraternity as defined in the articles of incorporation. All contracts must be in the name of the chapter corporation and all titles to property belonging to the chapter should be in the exact name and title of the alumni corporation.

ALUMNI CORPORATION BOARD (ACB)

At each annual meeting of the corporation, not less than four persons are elected to at least year-long terms on the ACB, which carries out the business and objectives of the corporation. ACBs have achieved best results when the directors live in the vicinity in which the chapter is located. This enables the board to meet frequently with the full board membership present, attend undergraduate chapter meetings when necessary and have full knowledge of chapter conditions. While there are no restrictions on board members from distant locations serving with the ACB, those close to the chapter would have greater flexibility in interacting with the chapter and the other board members. It is also advisable that, where possible, the composition of the board be a blend of experience and age. Youth has the vitality and enthusiasm to undertake large assignments while age and experience work effectively to channel that enthusiasm. A board comprised of all recent graduates or older alumni is not reaching its full potential.

In addition to alumni, members of the community, parents, and campus professionals may be asked to be a member of the board. ACB membership is not limited to men or alumni. The best volunteers are people who have a vested interest in challenging our members to a greater good.

In addition to elected directors, the undergraduate chapter president and treasurer carry a vote on the ACB. The chapter advisor serves as an ex officio, voting member of the board. The two undergraduate chapter officers who serve as members of the board should keep chapter members informed of the board's activities. Furthermore, the board members can look to these two officers and the chapter advisor to see that the chapter carries out the decisions and policies of the board.

To be recognized as an ACB, the board must meet a minimum of twice a semester. The ACB may need to meet as often as once a month during the school year and as often as conditions warrant during the summer. Because the board cannot function efficiently without the regular attendance of its members, the bylaws of the alumni corporation should provide that if a member's absences exceed a given amount (to be determined by the corporation), the member automatically forfeits the office and that position is filled by another volunteer. Too often boards are emasculated because board members seldom attend meetings but insist on remaining on the board, reducing its ability to work toward the end for which it was created.

DUTIES OF THE BOARD

Specific responsibilities of the Alumni Corporation Board:

- Oversee development and implementation of the chapter budget and provide consistent guidance over time in short/long range financial planning
- Hold the real estate of the chapter or to provide a sound basis for rental if the chapter does not have real estate, if appropriate
- Hire, supervise and, when necessary, dismiss any employees of the chapter
- Aid the chapter in collecting dues from current chapter members as well as alumni who have graduated with outstanding balances
- Coordinate any solicitation of gifts or donations from alumni for the benefit of the undergraduate chapter
- Promote alumni interest in the chapter and the Fraternity, foster continued brotherhood among alumni and, encourage interaction between alumni and undergraduates
- Work with Chapter Advising Team to set and enforce standards of ethical conduct and academic success
- Make sure that conditions in the house are conducive to study; there must be adequate study space and quiet hours must be enforced
- Assist Personal Success Advisor in rewarding scholastic achievement and improvement
- Issue a newsletter for chapter alumni
- Aid and advise the undergraduate chapter as necessary

OFFICERS

Alumni Corporation board members are generally elected by the alumni membership at the annual meeting. Board members then elect the officers from within their own membership. The recommended officers are the president, vice president, secretary and treasurer. (Descriptions of officer duties and located in the sample bylaws located in the addenda section). Within 15 days of the election, a roster of board members and a copy of the minutes of the meeting must be sent to the Executive Director.

The ACB should, where possible, increase its size to nine members. This allows for alumni and non-members to serve as mentors for the undergraduate members and spreads the workload and talents of the board members. It also enables those board members who do not hold an elected office to take on an advisory role in various areas such as membership education, scholarship, community service, and recruitment. These advisors are a great complement to any ACB.

BOARD FINANCES

Each ACB must maintain separate operating and building funds for which income is allocated and disbursements made independently. Only by this division can the Fraternity and chapter members be certain that building fund money is properly used for the permanence of the Fraternity, either in the purchase or building of a chapter home. Money is received for both the operating and the building funds from payment by undergraduates of dues and house bills. The building fund becomes an obligation of each member in consideration of his pledging and chapters begin to collect installments on it as soon as the man is pledged. The exact rate is set in the chapter's bylaws. It should not be drawn upon for minor repairs (under \$50) and then only by specific approval from the board. At least 10 percent of all revenues should be allocated to the building fund. The remainder may be placed in the operating account that should be divided between a checking and savings account. The ACB should work with the chapter finance committee, of which the ACB treasurer and chapter advisor are *ex officio* members, to develop a chapter dues structure and house bill adequate to finance the building fund and operating needs.

When establishing the house bill, the ACB should remember that the relationship between the alumni corporation and the chapter is essentially that of landlord and tenant. The ACB should develop a financial contract for each undergraduate member that should be signed by both parties. The board should be paid regularly. Rent must cover operating expenses and projected taxes, insurance and upkeep. Such expenses are covered by the operating fund, while the building fund is reserved for covering major maintenance cost, renovating, replacing furniture and fixtures and the purchasing of property.

As landlord, the ACB may occasionally find it necessary to settle accounts of members who have left school or graduated. The practice of pursuing financially delinquent brothers through expulsion from the Fraternity and, if necessary, through collection agencies, is encouraged. In addition, ACBs are encouraged to employ companies such as Omega Financial Services to maintain up-to-date invoicing and collection records.

FEDERAL TAXES

It is very important that the ACB, as well as the undergraduate chapter, file the federal tax Form 990 each year. An organization is not automatically exempt from federal income tax merely because it is a non-profit corporation. Therefore, it is the responsibility of the ACB to obtain an exempt organization identification number and file this information return, regardless of the corporation's amount of gross receipts. If the board or chapter does not receive this form from the IRS, steps must be taken to obtain one. The penalties for failing to file the 990 or returning an incomplete form are severe. It is strongly advised that a local accountant be consulted to answer any questions that may arise.

An independent audit of the chapter and ACB books must be completed annually. At large chapters, it may also be advisable to retain the services of a professional accountant to handle chapter and alumni books year round.

ANNUAL BUDGET

By June 30th of each year, the ACB treasurer should prepare a budget for consideration and adoption by a majority of the board. Because the fiscal year of the undergraduate chapter begins during September at most schools, it is recommended that the fiscal year of the ACB run from September 1st through August 31st; however, these dates may be adjusted to fit the individual chapter's calendar. Copies of the approved budget are to be sent to the president of the undergraduate chapter.

Sources of revenue that should be considered in the budget generally are dues and house bill payments from the chapter or individual members, but other sources of revenue should be included, if appropriate. Alumni corporations also receive donations from alumni. It should be noted that under Internal Revenue Service guidelines, such gifts are not tax-deductible, and all solicitations for donations must explicitly instruct potential donors of this. Certain expenses should also be included in the annual budget. At a minimum, provision should be made for bonding the alumni and chapter treasurers, purchasing supplies, publishing an alumni newsletter, sending the chapter advisors to the national convention and covering professional fees. (An attorney member on the board as a donation can handle routine matters, but members should not be asked to undertake major legal operations without compensation.) Any payments of interest or principal must also be included in the budget along with anticipated tax payments and insurance costs. A reserve fund to provide for emergencies should also be maintained. Such a fund should be kept at a level of at least \$5,000 or five percent of the budget, whichever is higher.

After the budget has been adopted, the treasurer of the ACB should present a financial report to the board each month. This report should be reviewed by the board at each meeting, and a summary of each month's report should be developed into an annual report at the end of each fiscal year with copies sent to all members of the alumni corporation within 15 days of the annual meeting.

The record and accounts of the treasurer of the ACB must be audited each year by a registered or certified accountant. A copy of the auditor's report must be sent to the ACB members.

BUSINESS CONDUCT OF THE BOARD

The ACB is analogous to a board of directors of any business corporation, and a position on it is a serious responsibility and a challenge. An ACB that meets regularly, conducts itself in a businesslike manner and helps the chapter overcome problems when they arise as well as foresee potential ones, will engender a prosperous chapter with financial, social and fraternal success.

The general policies of the board should be clear, firm, fair and reasonable. The board should stress high ideals and the ability to work and plan together as members and, moreover, should stimulate pride in the undergraduate chapter and a desire to improve it.

The bylaws of the Alumni Corporation are the guide and rule of the board's conduct, and as such, no bylaw should ever be disregarded. Care should be taken in adopting each bylaw. The bylaws must carry specific provisions to the effect that all deliberations and operations are subject to the rules, regulations and Constitution of "The Delta Sigma Phi Fraternity," of which the alumni corporation and its board are a subsidiary, working part. Whenever it is determined that a bylaw is no longer appropriate, the board should change the section affected. It should not let the progress of the ACB slow or stop due to outdated or inappropriate bylaws. If a bylaw needs to be changed, replace it immediately.

The meetings of the ACB are of vital importance because it is here that all decisions are made. Regular attendance is important to the success of each meeting. The following is a list of general guidelines that may further assist the efficiency of ACB meetings.

- *Robert's Rules of Order* should be used at all meetings.
- The board should have an "Order of Business" or agenda that is followed regularly.
- The board should conduct itself in a friendly yet business-like manner. It should be serious in its deliberations.
- The undergraduates should not be allowed to sit in on the meetings of the board. They should attend when invited or when the president has granted approval for their appearance before the board.
- Minutes of every meeting should be typewritten and kept. They are to be read and approved at the following meeting and signed by each member of the board. These minutes and all other important documents should be bound every five years.

ALUMNI RECORDS

The alumni secretary should maintain a current record of all alumni and undergraduate chapter members, including pledges and those who are deceased or have been expelled. A computer is useful for this purpose. This file must be updated regularly. For a small fee, the national Headquarters can provide an updated list or set of mailing labels for all members and affiliates of a particular chapter. This list includes addresses, phone numbers and initiation dates. *Under no circumstances should this information be made available to any other agency.* In addition, it is considered inappropriate to solicit alumni from other chapters. If chapters request a list of alumni in their area from other chapters, it is strongly recommended that they get to know these men before asking them for money. Chapters and ACBs are requested to assist in keeping records up to date by sending any address changes to the national office.

CONVENTION

Because of the need for properly trained and well-informed chapter advisors, it is very important that the chapter advisor be sent to the national convention. It is the responsibility of the ACB to provide funds to pay at least half or all of the necessary travel expenses involved in sending him to convention. The individual ACB may decide whether these are to be raised by donations, benefits, or by appropriation from available funds.

Each duly qualified chapter advisor in attendance at the Convention shall be allowed one vote. In the absence of the chapter advisor, his vote may be exercised by the duly elected president of the undergraduate chapter's ACB, if present.

Section 3

ACB/Chapter Relationship

ACB/CHAPTER RELATIONSHIP

The nature of the duties of the ACB requires a constant and friendly relationship with the chapter officers and members. The success and perpetuity of the chapter rest, to a great extent, on the thoughts, plans, and management of the board. Without good management, the chapter will soon fall into financial difficulty, leading to poor morale, smaller membership, poorer academic results and, generally, much lower standards of conduct, quality of membership and scholarship.

HOUSING

It is the responsibility of the board to see that the chapter has suitable housing. In many instances, this will mean securing rental property as a temporary measure until the chapter is in a position to buy or build. In this case, the board must make certain that the rent is not beyond the resources of the chapter and that the chapter's interests are protected by a properly executed lease. In some cases it is possible to rent with an option to buy if the house is suitable for a permanent chapter home. This possibility should not be overlooked.

When the building fund reaches a suitable figure, the board may consider building or buying a permanent chapter home. There is no standard for the amount required, because conditions vary from campus to campus. However, the figure should be substantial, unless alumni of the chapter are willing to advance a greater part of the balance on low or non-interest bearing notes. The goal of the ACB should be to secure a building fund that would cover the cost of a down payment on the purchase of a house; it is not bad or unusual for a chapter to have a mortgage. Indeed, when payments are reasonable, it can be helpful as an incentive for encouraging chapter growth; however, a high payment can destroy chapter morale and inhibit the proper operation of a chapter.

Before arrangements are completed for the purchase or construction of a chapter house, the chapter is encouraged to submit plans and specification to the Executive Director. This may afford the chapter insight into what types of plans work best in the chapter operational setting.

Once a chapter house has been obtained, maintenance and responsibility for furniture and fixtures is also the responsibility of the ACB. On a regular basis, the condition of the chapter house, the need for repairs and, furniture, dishes, etc., should be carefully checked by the ACB. An inspection of sanitary conditions and fire safety must be made at least once a year before the annual corporation meeting. Initiation equipment should be checked and locked in a safe or vault, or at least in a steel filing cabinet. If the chapter lacks a safe and a locking filing cabinet, the board should see that they are purchased.

Major repairs on and replacements of chapter property are financed by the ACB, and the board must specifically authorize such expenditures before being incurred. The purchase of furniture, dishes, linen, silverware, mattresses, etc., should be underwritten by the chapter or may be determined by the ACB of the chapter. If the ACB is to buy such items, the annual rent will have to be high enough to include these expenditures.

For more information on obtaining or building a chapter house, contact the National Headquarters for a copy of *Building for the Future: A Delta Sigma Phi Housing Guide*.

INSURANCE

The ACB is responsible for insuring the chapter home and furniture against fire, flood, tornado, earthquake, riot and other hazards. Adequate insurance for both building and contents is essential, and the amount of coverage should be reviewed annually to be sure that it is in line with the current evaluation, expansion of facilities and new equipment.

Consideration should be given to purchasing the extended coverage feature of fire insurance, which can often be obtained at a very small additional cost. One form of such extended coverage is business interruption insurance, which in the event of severe damage to a chapter house, will cover the cost of obtaining alternate housing for the chapter house occupants while the damage is repaired. If such coverage is not obtained, the ACB has a contractual obligation to obtain and provide housing for members at its own expense for the period remaining in members' housing contracts.

In addition to property insurance, each chapter is required to purchase liability insurance coverage through the Delta Sigma Phi headquarters each year. Because this policy covers officers and directors of the Alumni Corporation, the Alumni Corporation and/or the alumni association, as well as the undergraduate chapter, it is appropriate for the board to pay a portion of the cost of insurance.

As a final precaution against catastrophe, the ACB should maintain a complete inventory of all furnishings and equipment in the chapter house each year. The inventory should specify the description and quantity of each article and the place, price and date of purchase, along with a copy of purchase invoices if available.

CHAPTER I ACB COMMUNICATION

Communication between the undergraduate chapter and the board is vital. When the board members do not have a common knowledge and understanding of what is going on in the chapter they cease to function as a group, resulting in the board's loss of strength and primary purpose. One way to help ensure the successful operation of the ACB is to ensure that each member of the board has complete information of the board's deliberations as well as accurate knowledge of chapter operations. One way to provide this information is to have copies of the chapter's reports available for each board member.

A written report by each undergraduate officer and chairman, is key for effective management, guidance and evaluation of the progress being made by these officers. The ACB should require reports that can be quickly and easily reviewed. These written reports should be brief, while revealing the main facts. They should be submitted monthly by all officers and chairmen to the ACB secretary in advance of the monthly meeting of the board. To facilitate this process, forms should be designed and provided to the undergraduate chapter for submission to the board. These forms not only allow the board to quickly review the status of each officer but also evaluate progress and serve as a crosscheck to the accuracy of other reports. If these forms are not completely suitable to the board's needs, they should be revised to more accurately reflect the individual situation.

If a report submitted by a chapter officer or chairman is incomplete or unsatisfactory, the board should take necessary measures to discern the problem and its causes and follow through until satisfactory results are accomplished.

It must be stressed that the ACB can actually be the key to the success of the chapter. It should be the intent of every ACB to perpetuate the chapter and help develop leaders through positive programs and policies. In addition, the ACB is advisory and not supervisory in nature. Constant vigilance is not the purpose of the ACB, and the day-to-day operation of the chapter should be left to the chapter membership in conjunction with the chapter advisor. Such a policy leads to the self-sufficiency of the individual undergraduates, fostering leadership among them. The leadership of the chapter is one of the best development programs our members will ever experience. Therefore, it is advisable that, where possible, the ACB limit itself to setting policy in areas deemed vital to the long term development of the chapter, provide appropriate financial checks and balances to ensure the solvency of the chapter and set parameters within which the chapter will operate.

The practice of ACB members participating in the debates of the undergraduate chapter as a form of communication should be used sparingly. Indiscriminate participation by the alumni in the formal deliberations within the chapter constitutes an unwarranted

interference with the operation of the group. Only the chapter advisor should regularly communicate in this fashion and serve as a valuable link between the board and chapter. He should also make sure that board policy is carried out and can make recommendations to the board for its actions.

Not surprisingly, those chapters that historically enjoy the best relationships with their alumni are those which see their alumni most often and which participate in their activities. It is highly recommended that each year at least one event be planned and funded by alumni who will bring together both the alumni and the undergraduate chapter. In addition, alumni should make every effort to be represented during events important to the life of the chapter, such as recruitment activities, pledging and initiation ceremonies and major chapter social events. Finally, periodic publication of an alumni directory is strongly recommended.

CHAPTER BUSINESS

Through association with the officers of the chapter, ACB members should keep in touch with the work of each officer and make certain that each is carrying out his duties efficiently. When aid given a weak chapter officer fails, the ACB is authorized to ask for his resignation and to appoint another member to the office. This is especially necessary in connection with the offices of house manager, recruitment chairman, pledge educator, and the scholarship chairman. If a resignation must be sought, the board must notify the Executive Director of the action taken. The board also has power of final decision in engaging or releasing the cook or other paid employees; however, these matters are best handled in conjunction with the chapter officers.

CHAPTER BUDGET

Perhaps the most important function of the ACB is the advice given regarding chapter finances. Undergraduate chapter officers are usually less experienced in the handling of the financial affairs of the chapter than in any other phase of chapter operation.

The ACB must approve the undergraduate chapter budget each year. To ensure adequate communication of alumni concerns and undergraduate goals, the chapter advisor and ACB treasurer sit as ex officio non-voting members of the undergraduate chapter finance committee. Before approving the budget, it is a good idea for the board and chapter officers to review together the past record of the chapter and its present condition, and to consider goals toward which it should be striving. Each month throughout the school year the ACB should receive a budget report from the chapter treasurer, The ACB may instruct the chapter to make adjustments in its budget to more accurately reflect revenues or expenditures. Early adjustment in the budget can prevent the need for drastic action later.

Naturally, the size of the chapter must be discussed, as the budget is dependent upon the current number of members. It should be obvious that a small chapter cannot conduct the same level of programming and social activity as a large chapter, but this fact is commonly disregarded. Alumni can have a major impact in helping the chapter set and realize realistic financial goals.

DISPOSITION OF CHAPTER PROPERTY

In the event that the Grand Council revokes the charter of an undergraduate chapter, or withdraws recognition of a colony, or in the event that an undergraduate chapter or colony becomes inactive, the Alumni Corporation Board of such chapter or colony should take control of the assets of the chapter or colony, satisfy claims of creditors of the chapter or colony and then transfer the balance of the assets of the chapter or colony to the Endowment Fund of this Fraternity to be held for the benefit of such chapter or colony, according to the procedures and requirements of the Endowment Fund.

SEMI-ANNUAL ACB/CHAPTER MEETING

Holding a meeting of the full ACB with the undergraduate chapter is a good way to develop confidence and rapport with the chapter. This meeting should be held twice a year, once in the fall and again in the spring. At this meeting the board should disclose to the chapter members the amount in the building fund, assets and liabilities, accounts receivable and payables, as well as delinquencies. The ACB should, in a friendly manner, evaluate the chapter's position as they view it so the undergraduate members may become aware of their needs and requirements for planning and cooperation.

The ACB president should then have an open forum for the undergraduate members to ask questions. Through frank and honest questions and answers, the board can clarify all questions the undergraduates may have. The board must remember that it is only the administrator and trustee and that these funds, assets and liabilities are those of the undergraduate chapter. Therefore, the chapter is entitled to a full and truthful disclosure of all funds regardless of their amount or nature. Only by holding such open meetings and dialogues with the undergraduates can the board gain the confidence of those they serve.

SUSPENSION/EXPULSION OF MEMBERS

The board may occasionally find it necessary to suspend or expel members due to financial or behavioral situations. The constitution of Delta Sigma Phi affords both the chapter and the ACB the power to initiate such proceedings. More information on this process including expulsion forms can be found on the Fraternity website.

Section 4

Chapter Advising Team

CHAPTER ADVISING TEAM

The advising team is one of the most important resources available to the undergraduates. It is important for the team members to develop and maintain strong working relationships among one another so that they can more effectively support the chapter. The chapter advising team consists of the following five positions:

Chapter Advisor

Growth Advisor

Healthy Lifestyle Advisor

Personal Success Advisor

Campus and Community Involvement Advisor

Specific Responsibilities of the Chapter Advising Team include:

- Advise chapter officers on a regular basis, at least once per month face-to-face
- Communicate weekly with chapter officers
- Member of the team attend weekly executive board meetings
- Member of the team attend weekly chapter meetings
- Help develop plans with undergraduate leadership to meet objectives
- Work with university officials and Greek Life office to help the organization
- Communicate with the Headquarters Staff on the progress of the organization

CHAPTER ADVISOR

Delta Sigma Phi is part of a larger university/college community. As such, members have a responsibility to maintain the standards of the institution they are a part of and promote the fraternity positively to those within the community. Delta Sigma Phi must add value to the university experience. The Chapter Advisor helps the chapter make this happen. The Chapter Advisor acts as a liaison between faculty, administration, the advising team, the ACB, and the undergraduate members.

The university often provides resources and the Chapter Advisor plays a role in helping the organization take advantage of them. A heavy emphasis should be placed on the academic welfare of chapter members. Educational sessions on time-management, study skills, and various other scholastic topics should be presented several times during the school year. Assistance should also be afforded in areas of campus programming. The chapter must be aware of all campus functions and should be represented well in organizations and activities. The Chapter Advisor helps these things occur.

Specific Responsibilities of the Chapter Advisor include:

- Meet weekly with chapter officers
- Serve as a liaison between various constituencies
- Serve as a member of the Chapter Advising team, helping ensure that expectations are being met
- Assist with educational speakers
- Work with Personal Success Advisor in helping maintain academic excellence
- Attend biennial Convention

GROWTH ADVISOR

In the early development of a chapter, the national officers and current members are responsible for recruiting the undergraduates who compose the initial chapter group. Upon the national officer's departure, the chapter continues to extend bids to potential members. The Growth Advisor is responsible for assisting the chapter, primarily in the planning process of subsequent efforts. Resource information is available in the *Recruitment Play Book*. Responsibilities include helping the recruitment committee develop a quality written program and helping educate the chapter members on the basics of recruitment (i.e. marketing, sales, techniques, etc.).

The Growth Advisor should work closely with the recruitment chairman and committee in organizing activities in advance to adequately prepare for the upcoming recruitment efforts. The advisor's responsibilities will be largely utilized in the first year of development through documenting the recruitment program and assisting the undergraduates in their activities. Past the initial stage of development, the advisor will take more of a mentoring role by assisting the chapter through seminars on the how-to's of recruitment and making sure that the chapter is organized for upcoming activities. It is not the responsibility of the Growth Advisor to recruit men into the chapter. It is, however, the responsibility of the Growth Advisor to make sure that the chapter has prepared itself to be successful with recruitment.

Specific Responsibilities of the Growth Advisor include:

- Assist the recruitment chairman and committee organize and execute recruitment activities
- Educate the chapter members on the basis of recruitment
- Help develop a year-round recruitment program that is written and documented
- Organize transition between recruitment chairman and committee so that subsequent members are well-prepared and educated

HEALTHY LIFESTYLE ADVISOR

Delta Sigma Phi promotes the healthy lifestyles of its members. It is our responsibility as those interested in seeing the Fraternity thrive to make sure our members and their acquaintances remain safe. Since we are a fraternity of men, standards are to be upheld. Delta Sigma Phi has articulated a clear vision for these expectations in the *Code of Conduct*. This document emphasizes the standards that each brother in Delta Sigma Phi must uphold on a daily basis. The *Policy on Responsibility and Accountability* outlines the guidelines that chapters and colonies in Delta Sigma Phi must follow at all times. The policy dictates that alcohol abuse and misuse, hazing, and harassment will not be condoned. The Fraternity expects its members to be responsible as a standard of membership. If members or colonies/chapters are not responsible, Delta Sigma Phi will hold them accountable for their actions.

The Healthy Lifestyle Advisor's primary responsibility is to educate members on Delta Sigma Phi's *Code of Conduct* and *Policy on Responsibility and Accountability*. Another important role of the advisor is to make sure that members hold one another accountable for their actions. The advisor plays a valuable function in making sure that ignorance and excuses are eliminated through education; furthermore, the Healthy Lifestyle Advisor can help members choose wise decisions that will keep the chapter headed on the right path.

Specific Responsibilities of the Healthy Lifestyle Advisor include:

- Ensure the *Code of Conduct* is being upheld by members of the chapter
- Educate members on the *Policy on Responsibility and Accountability* regularly
- Work with the chapter to conduct at least one healthy lifestyle educational session per term, including a focus on an alcohol-free social program

PERSONAL SUCCESS ADVISOR

Delta Sigma Phi is the fraternity of personal success. Those who join should benefit from membership by bettering themselves. After all, the purpose of Delta Sigma Phi is to *challenge each man to a greater good*. The Personal Success Advisor plays a significant role in making sure that members take advantage and uphold this core value. One of the most important duties of this position is to work with the men to achieve their scholastic potential. The *Achieve* scholarship program provides an invaluable tool in making this happen. Also offered by the Fraternity is the *EDGE*. This program is centered directly on the individual developing into a well-rounded person. The *EDGE* is offered through interactive use on the Internet at www.deltasig.org.

Responsibilities include helping the vice president and/or scholarship chairman institute a well-developed academic program. The Personal Success Advisor also ensures that the organization maintains and enforces its academic requirements, and that at least one member from the chapter applies to the Delta Sigma Phi Leadership Institute annually.

Specific Responsibilities of the Personal Success Advisor include:

- Work with Chapter Advisor and undergraduate officers to create and institute a well-written academic program
- Work with undergraduate officers to enforce academic requirements
- Ensure that the organization's GPA is above the all-campus GPA
- Promote *The EDGE* and the Leadership Institute to chapter members

CAMPUS AND COMMUNITY INVOLVEMENT ADVISOR

Delta Sigma Phi has a responsibility to participate and take lead in the campus and community to which we belong. The Fraternity expects its members to contribute positively at all times to the campus and community thus ensuring the Fraternity is a value to those around us.

The Campus and Community Involvement Advisor enables chapter members to participate in community service projects, philanthropic activities, and other student activities and organizations on campus. The primary responsibility is to provide resources to members on campus officials, charitable organizations, and continually promote campus and community leadership as a cornerstone of Delta Sigma Phi.

Specific Responsibilities of the Campus and Community Involvement Advisor include:

- Provide information and ideas on community service and philanthropic activities
- Promote involvement in activities other than Delta Sigma Phi
- Work with chapter officers to develop quality programs that involve the chapter in campus and community activities

Section 5

Addenda

ADDENDA

AVAILABLE RESOURCES

The Challenge Team's primary purpose is to service and support our chapters, colonies, and volunteers. The headquarters staff works out of Indianapolis and is on call to help you. If at any time you have a question, comment, or concern please do not hesitate to contact anyone on the Challenge Team. The office can be contacted directly at (317) 634-1899 extension 0 or e-mail at "info@deltasig.org". Any member of the Challenge Team can help you.

Delta Sigma Phi offers a wealth of publications, both written and electronic, that are useful to our volunteers. Here is a short list of what is available:

- *Delta Sigma Phi Recruitment Play Book*
- The Delta Sigma Phi web page: www.deltasig.org
- The *Carnation*, Delta Sigma Phi's magazine published twice per year
- *Delta Sigma Philes*, the bi-weekly e-mail bulletin highlighting current happenings
- *Achieve Scholarship Program*
- The *Delta Sigma Phi Gordian Knot* Pledge Education Program
- The *Fraternity Manual*
- *Connections*, the monthly newsletter for Delta Sigma Phi volunteers
- The Delta Sigma Phi volunteers listserv

GLOSSARY OF TERMS

NEED TO KNOW

Alumni Corporation Board (ACB): The officers of the corporation that hold the title to local chapter properties or serve as alumni advisors for a chapter. The chapter advisor, the chapter president, and the chapter treasurer are automatically members of the ACB. The other members of the ACB are elected or appointed by the alumni of the chapter.

Alumni Association: An organization, whether incorporated or not, which usually includes as members all alumni of Delta Sigma Phi living within the area, regardless of which chapter initiated them into the Fraternity.

Alumnus: A male graduate, or one who has left college. The plural is alumni. The female form of alumnus is alumna, the plural of which is alumnae.

Badge: A diamond-shaped pin worn only by initiated members of Delta Sigma Phi.

Bid: An invitation to membership.

Big Brother: The initiated member who serves as a special guide and counselor for a member of Delta Sigma Phi.

Carnation (The): The official magazine of Delta Sigma Phi.

Challenge (The): A bold initiative that sets higher expectations for our members, our chapter, and our peers in the fraternity world. The Challenge is based on our core values: intellectual and personal growth, service to others, and the propagation of caring and committed friendships. To remain true to its founding purposes, Delta Sigma Phi must deliver a values-based experience that builds personal success.

Chapter: A group of undergraduate members, officially chartered and recognized by Delta Sigma Phi, at a given college or university.

Chapter Advising Team: A team of advisors whose primary purpose is to provide guidance and support at the local level.

Chapter Advisor: A Fraternity volunteer who oversees the daily operations of the chapter and works as a liaison between the chapter, ACB, chapter advising team, and the Fraternity Headquarters.

Charter: An official document that grants full authority for a chapter to function.

Chartering: The process of meeting the standards to receive a charter and become a chapter of Delta Sigma Phi.

Coat of Arms: The crest of Delta Sigma Phi that pictorially expresses the principles of the Fraternity.

Colony: The status of a new group of undergraduate members at a given college or university prior to meeting the standards for chartering and becoming a chapter of Delta Sigma Phi.

Convention: A biennial meeting of all member constituents of the Fraternity.

EDGE (The): Delta Sigma Phi's online personal development program.

Executive Director: A full-time, paid officer who is hired by the Grand Council to run the Fraternity Headquarters and direct the national staff.

Expansion: The process conducted by the professional staff to identify colleges and universities to cultivate interest in starting new colonies of Delta Sigma Phi.

Foundation: A separate corporate entity that assists the Fraternity by providing scholarships and funding for leadership and educational programs.

Fraternity: An organization of college students and alumni; from the Latin noun fraternitas meaning "brotherhood."

Fraternity Headquarters: A central office with staff members dedicated to providing services to chapters and individual undergraduate and alumni brothers.

Gordian Knot: Delta Sigma Phi's new member education manual.

Grand Council: An eight-member governing body responsible for all business and administrative affairs of the Fraternity. The Grand Council is analogous to a board of directors of a business corporation.

Greek: Term applied to members of fraternities and sororities.

Greek Advisor: A professional administrator who is hired by the college or university to advise the fraternity/sorority community on campus.

Hazing: Any act or attempt to embarrass, humiliate, intimidate, ridicule, shame or endanger physically or mentally any person, or to compel physical activity or do physical or emotional harm to any person, or to require consumption or ingestion of liquids, food, or other materials. Hazing is strictly forbidden in Delta Sigma Phi.

Initiate: A member who has participated in the initiation ritual of Delta Sigma Phi.

Interfraternity Council (IFC): The local fraternity governing body at a college or university established to promote the Greek community and maintain relationships among all member organizations.

Leadership Advisor: A Fraternity volunteer appointed by the Grand Council. He is appointed on a project basis (i.e. strategic planning, recruitment assistance, build/restructure an ACB, leading a chapter retreat, etc.).

Leadership Institute: Delta Sigma Phi's annual summer leadership program aimed at making more well-rounded, well-educated undergraduate leaders.

Legacy: Any young man who has a relative that is a member, in good standing, of Delta Sigma Phi Fraternity. It is encouraged that chapters consider legacies for membership, but being a legacy does not guarantee an invitation to join.

New member: An uninitiated, member of a chapter and of a fraternity.

Recruitment: The process of recruiting and selecting new members into a fraternity or sorority.

Risk Management: The process of minimizing accidents and liable situations.

Sorority: The common term for a women's fraternity, from the Latin word "soro," meaning "sister."

Taggart Mansion: The building, located in Indianapolis, which houses the Fraternity headquarters.

Undergraduate Advisory Committee (UAC): A committee of seven students that serves as a liaison between the undergraduate members and the Grand Council.

NICE TO KNOW

Futures Quest: The NIC's four-day program aimed at providing leadership training to men who have recently joined the Greek Community.

IMPACT: The NIC's campus-based, two-day leadership institute for Greek leaders.

National Association of Latino Fraternal Organizations (NALFO): A body of 22 Latino fraternities and sororities.

National Pan-Hellenic Council (NPHC): A body of nine historically African-American fraternities and sororities.

National Panhellenic Conference (NPC): A body of 26 women's national and international fraternities

North-American Interfraternity Conference (NIC): A federation of 66 men's national and international fraternities.

Panhellenic Association: The local sorority governing body at a college or university established to promote the Greek community and maintain relationships among all member organizations.

Order of Omega: An honorary organization for upperclass members of fraternities and sororities.

Undergraduate Interfraternity Institute (UIFI): The NIC's five-day program aimed at helping Greek leaders transform their communities through values-based action.

SAMPLE ARTICLES OF INCORPORATION

ARTICLES OF INCORPORATION OF THE (CHAPTER NAME) CORPORATION BOARD OF THE DELTA SIGMA PHI FRATERNITY

The undersigned natural persons of the age of eighteen or more, acting as incorporators of a non-profit corporation under the state of *(State Name)*, do hereby adopt the following Articles of Incorporation for such Corporation.

Article I Name

The name of the Corporation is the *(Chapter Name)* Corporation Board of the Delta Sigma Phi Fraternity.

Article II Non-profit Status

The Corporation is a non-profit corporation.

Article III Duration

The period of its duration is perpetual.

Article IV Purpose

The Corporation is organized to make a positive and productive contribution to the *(College or University Name)* undergraduate members of Delta Sigma Phi. The Corporation is charged with the responsibility and duty of maintaining and providing a home for the chapter and shall hold title of the same, shall have full authority in the acquisition and disposition of property, shall be authorized to incur indebtedness in the purchase or maintenance of property, and may issue bonds, notes, deeds and other evidences of indebtedness and/or may enter into any lawful contracts and incur obligations essential to the transaction of affairs to carry out the purposes for which this Corporation was formed. In addition, the directors of the Corporation shall be trustees of surplus funds accumulated by *(Chapter Name)* chapter and shall assume duties and responsibilities as may be specifically delegated to it by *(Chapter Name)* chapter and Delta Sigma Phi Fraternity.

Article V
Management

Management of the affairs of the Corporation shall be vested in its officers.

Article VI
Property Value

The estimated value of the property and money possessed by the Corporation at the time of the filing of these articles of incorporation is the sum of *(Total Amount)*. Revenue of this Corporation shall be derived from the sale of real property, from assessments on *(Chapter Name)* chapter, and from gifts and donations.

Article VII
Directors

The names and addresses of the persons who are to serve as the directors of the Corporation until their successors are elected and qualified in accordance with the bylaws are:

<i>(Director Name)</i>	<i>(Director Address)</i>
<i>(Director Name)</i>	<i>(Director Address)</i>
<i>(Director Name)</i>	<i>(Director Address)</i>
<i>(Director Name)</i>	<i>(Director Address)</i>

Article VIII
Incorporators

The names and addresses of the incorporators are:

<i>(Incorporator Name)</i>	<i>(Incorporator Address)</i>
<i>(Incorporator Name)</i>	<i>(Incorporator Address)</i>
<i>(Incorporator Name)</i>	<i>(Incorporator Address)</i>

Article IX
Registered Office and Agent

The address of its initial registered office is *(Address)* and the name of its initial registered agent at such address is *(Name)*.

Article X
Dissolution

If the Board of Directors votes to dissolve or terminate the operations of the Corporation, the net assets of the Corporation, if any, after (a) all liabilities and obligations have been paid satisfied and discharged, (b) all assets requiring return, transfer or conveyance upon dissolution have been so returned, transferred or conveyed and (c) sufficient reserves have been established to pay, satisfy and discharge any anticipated future obligations and after complying with any other requirements of applicable law shall be distributed to the Delta Sigma Phi Fraternity.

IN WITNESS THEREOF, the undersigned have set their hand this *(Day)* day of *(Month)*,
(Year).

(Incorporator Signature) _____
(Incorporator Name)

(Notary public will sign and place stamp here)

(Incorporator Signature) _____
(Incorporator Name)

(Notary public will sign and place stamp here)

(Incorporator Signature) _____
(Incorporator Name)

(Notary public will sign and place stamp here)

SAMPLE BYLAWS

BYLAWS OF (CHAPTER NAME) CORPORATION BOARD OF THE DELTA SIGMA PHI FRATERNITY

Article I The Corporation

- Sec. 1 *Organization.* The (*Chapter Name*) Corporation Board of the Delta Sigma Phi Fraternity, hereafter called the Alumni Corporation Board or ACB, is a non-profit corporation under the laws of the state of (*State Name*) and under the jurisdiction and instruction of the Delta Sigma Phi Fraternity. This organization adopts the Constitution of the Delta Sigma Phi Fraternity as well as the bylaws located herein.

Article II Purpose

- Sec. 1 *Advising.* The ACB is responsible for making a positive and productive contribution to the (*University or College Name*) undergraduate members of Delta Sigma Phi. This will be accomplished by providing positive role models and advisory support to the members.
- Sec. 2 *Housing.* The ACB is charged with the responsibility and duty of maintaining and providing a home for the chapter and shall hold title of the same, shall have full authority in the acquisition and disposition of property, shall be authorized to incur indebtedness in the purchase or maintenance of property, and may issue bonds, notes, deeds and other evidences of indebtedness and/or may enter into any lawful contracts and incur obligations essential to the transaction of affairs to carry out the purposes for which this corporation was formed.
- Sec. 3 *Accumulated Funds.* The directors of the ACB shall be trustees of surplus funds accumulated by (*Chapter Name*) chapter and shall assume duties and responsibilities as may be specifically delegated to it by (*Chapter Name*) chapter and Delta Sigma Phi Fraternity.

Article III
Directors

- Sec. 1 *Eligibility.* Membership on the ACB shall be open to anyone that is in line with the purpose and goals of the Fraternity. This would include but is not limited to those alumni members of (*Chapter Name*) chapter, other alumni of Delta Sigma Phi, and any campus or community members who understand the goals and values of Delta Sigma Phi Fraternity, are interested in its progress, and are willing to devote time and energy for the benefit of the Fraternity. All volunteers shall familiarize themselves with the Fraternity structure and operating methods.
- Sec. 2 *Members.* The board shall consist of eleven voting members: two of whom shall be the undergraduate president and treasurer of (*Chapter Name*) chapter; four of whom shall be the ACB President, Vice President, Secretary, and Treasurer; and four specialized advisors: Growth, Healthy Lifestyles, Personal Success, and Campus and Community Involvement. The Chapter Advisor will serve as an ex officio voting member.
- Sec. 3 *Elected Positions.* ACB board members are elected by the alumni membership at the annual homecoming meeting. These directors then elect the officers from within their own membership. The elected officers shall be: President, Vice President, Secretary and Treasurer.
- Sec. 4 *Appointed Positions.* The appointed positions on the board shall be chosen by the elected officers of the ACB. The appointed positions will consist of the following; Chapter Advisor, Growth Advisor, Healthy Lifestyle Advisor, Personal Success Advisor, Campus & Community Involvement Advisor.
- Sec. 5 *Term of Officers.* The ACB President, Chapter Advisor, and other Advisors will serve two-year terms. The ACB Vice President, Secretary and Treasurer will serve terms of one year. Volunteers may hold an unlimited number of consecutive terms.
- Sec. 6 *Board Vacancies.* Should a vacancy occur on the board, the president may appoint a replacement for the remainder of the term.
- Sec. 7 *Removal of Office.* Any director may be removed by a majority vote of the other members of the board.
- Sec. 8 *Salary of Officers.* No officer or director of this board shall draw a salary or compensation for services rendered in connection with the performance of his/her duties as a board member.

Article IV
Duties of Officers

Sec. 1 *President*

- (a) Shall be the presiding officer at meetings and shall be ever willing to devote his best interest to the chapter and shall perform such other duties as may be delegated to him by the board.
- (b) Shall be an ex officio member of all committees appointed by his office.
- (c) Shall keep ongoing communication with ACB members, headquarters and the undergraduate chapter.
- (d) Shall recruit new volunteers.
- (e) Shall facilitate board meetings and goal-setting sessions.

Sec. 2 *Vice President of Alumni Involvement*

- (a) Shall preside at meetings in the absence of the President and shall perform such other duties as may be delegated to him.
- (b) Shall mentor the undergraduate Alumni Relations Chair.
- (c) Shall coordinate alumni functions and events.
- (d) Shall assist in the recruitment of volunteers.
- (e) Shall administer the Alumni Ritual.

Sec. 3 *Secretary*

- (a) Shall communicate with alumni.
- (b) Shall work closely with the undergraduate Alumni Relations Chair and the Vice President of Alumni Involvement.
- (c) Shall maintain all official ACB records.
- (d) Shall maintain local membership database.

Sec. 4 *Treasurer*

- (a) Shall be custodian of all deeds, insurance policies, notes and other important documents which shall be kept in a secure place.
- (b) Shall keep and maintain a complete building fund record of every member and new member of *(Chapter Name)* chapter.
- (c) Shall receive and be custodian of all funds of the ACB and issue a receipt therefore, a duplicate of which will form a part of the permanent records of the board.
- (d) Shall keep a separate record of income from the chapter improvement fund.
- (e) Shall deposit all monies received from all sources in the bank account of the ACB, and all disbursements shall be made by check on this account.
- (f) Shall be under valid bond for the security of all funds to which he may be entrusted.
- (g) Shall be responsible for the prompt payment of all bills and accounts when due, thus protecting the credit of the board.
- (h) For collection purposes, shall keep a directory of members who are obligated financially to the board and *(Chapter Name)* chapter.
- (i) Shall receive rent and note funds by the *(Date)* of each month from the Chapter Treasurer.
- (j) Shall be responsible for all financial reports being forwarded to the national Fraternity when due.
- (k) Shall receive a copy of the monthly operating statement from the Chapter Treasurer and interpret it at board meetings.
- (l) Shall keep a complete record of accounts of all transactions of his office and have it audited by a recognized public accountant once each year and shall present his records to the board upon request.
- (m) Shall mentor the Chapter Treasurer.
- (n) Shall create and maintain an annual budget for the ACB.
- (o) Shall perform other duties as may be delegated to him by the board.

Sec. 5 *Undergraduate President*

- (a) Shall keep regular communication with the Chapter Advisor and ACB President
- (b) Shall coordinate chapter goals in conjunction with ACB goals.
- (c) Shall ensure positive relationships between advisory team and chapter officers.

Sec. 6 *Undergraduate Treasurer*

- (a) Shall share monthly chapter financial report with ACB President and Treasurer
- (b) Shall make recommendations for action to be taken against delinquent brothers.
- (c) Shall work with ACB Treasurer to develop chapter budget.

Sec. 7 *Growth Advisor*

- (a) Shall mentor the Recruitment Chairman.
- (b) Shall facilitate the organization of a one-day retreat to identify chapter core values, improve communication skills, and market the Fraternity through the creation of a recruitment plan.
- (c) Shall assist the Recruitment Chairman & New Member Educator with facilitating the recruitment aspects of the *Gordian Knot*.

Sec. 8 *Healthy Lifestyles Advisor*

- (a) Shall mentor the Social Chair and Sergeant-at-Arms.
- (b) Shall work with the Sergeant-at-Arms to provide semesterly Healthy Lifestyle learning opportunities.
- (c) Shall work with the Sergeant-at-Arms to educate all members on the Delta Sigma Phi Policy on Responsibility & Accountability.
- (d) Shall work with the New Member Educator to facilitate the Healthy Lifestyle aspects of the *Gordian Knot*.

Sec. 9 *Personal Success Advisor*

- (a) Shall mentor the undergraduate Vice President.
- (b) Shall work with the undergraduate Vice President to develop an academic program.
- (c) Shall coordinate the EDGE mentoring program with the Vice President of Alumni Involvement and undergraduate EDGE chairman.
- (d) Shall assist the undergraduate Vice President in creating and coordinating a guest speaker program.

Sec. 10 *Campus and Community Involvement Advisor*

- (a) Shall mentor Community Service chairman.
- (b) Shall work with Community Service Chairman to create a well-rounded involvement program.
- (c) Shall create opportunities for members to understand the purpose of community involvement.
- (d) Shall work with the Community Service Chairman to plan regular service projects.

Sec. 11 *Chapter Advisor*

- (a) Shall mentor the undergraduate President.
- (b) Shall lead the Advising Team.
- (c) Shall maintain regular communication with ACB President and appropriate college/university administrator.
- (d) Shall work with the New Member Educator to organize the new member program.
- (e) Shall serve as an ex officio member of the ACB.

Article V
Meetings

- Sec. 1 *Regular.* The board shall meet regularly on the first (*Day of Week*) of each month, the time and place of such meeting to be decided upon agreement at preceding meeting.
- Sec. 2 *Special.* The President of the undergraduate chapter or the ACB President may hold special meetings for the purpose of conducting urgent or important business. Due notice of at least 72 hours must be given to all members.
- Sec. 3 *Votes.* Each director present shall be allowed to cast one vote. Voting by proxy shall be allowed except for the transaction of such business as set forth in Article V, Sec. 4, of these bylaws. A simple majority shall decide all issues submitted for vote.
- Sec. 4 *Quorum.* For the conduct of ordinary or routine business, a quorum shall consist of one undergraduate member and five volunteer members. For the conduct of business at which transfer of property, indebtedness of the chapter or the incurring of obligations is involved, all board members must be present.
- Sec. 5 *Meeting Conduct.* *Robert's Rules of Order* shall govern meetings.

Article VI
Legal Advisor

- Sec. 1 *Selection.* The board shall have authority to obtain legal advice when services of legal nature are considered necessary.
- Sec. 2 *Duties.* The duties of the legal advisor shall be to advise the chapter and board in matters requiring legal assistance and service in the collection of delinquent accounts and to cooperate with the general counsel in matters under his/her jurisdiction.

Article VII
Amendments

- Sec. 1 *By Alumni Corporation Board.* These bylaws may be amended by a two-thirds majority vote of the directors present at any regular meeting or at any special meeting if at least seven days' written notice is given of an intention to alter, amend or repeal the bylaws or to adopt new bylaws at such meeting.

Sec. 2 *By Fraternity Manual.* Be it further provided that nothing contained herein shall be in contrast with the *Fraternity Manual*, and upon receipt of revised national rulings and regulations, these bylaws shall be made to conform to those changes without regard to Article VII, Sec. 1, of these bylaws.

Delta Sigma Phi Fraternity Alumni Corporation Board Organizational Chart

PRESIDENT

Goal: Ensure the ACB is successful in providing continuous brotherhood development, effective advising for undergraduates and financial management

- ⇄ Ongoing communication with ACB members, headquarters and undergraduate chapter
- ⇄ Oversee ACB operations
- ⇄ Facilitate board meetings and goal-setting sessions
- ⇄ Recruit new volunteers

Vice President of Alumni Involvement

Goal: Provide opportunities for continuous brotherhood development

- ⇄ Mentor the Undergraduate Alumni Relations Chair
- ⇄ Coordinate alumni functions and events
- ⇄ Assist in the recruitment of volunteers
- ⇄ Administer the alumni ritual

Secretary

Goal: Communication link for the alumni membership

- ⇄ Communicate with alumni
- ⇄ Work closely with Undergraduate Alumni Chair & VP-Alumni
- ⇄ Maintain all official ACB records
- ⇄ Maintain local membership database

Treasurer

Goal: Manages the organization's fiduciary responsibilities

- ⇄ Mentor the Chapter Treasurer
- ⇄ Create and maintain annual budget for ACB
- ⇄ Maintain ACB fiduciary responsibilities
- ⇄ Maintain chapter/ACB assets

Undergraduate President

Goal: Ensure effective relations between the ACB and undergraduates

- ⇄ Regular communication with Chapter Advisor and ACB President
- ⇄ Coordinate chapter goals in conjunction with ACB goals
- ⇄ Ensure positive relationships between advisory team and chapter officers

Undergraduate Treasurer

Goal: Ensure successful management of undergraduate finances

- ⇄ Share monthly chapter financial report with ACB President & Treasurer
- ⇄ Make recommendations for action to be taken against delinquent brothers
- ⇄ Work with ACB Treasurer to develop chapter budget

CHAPTER ADVISING TEAM

Goal: Effectively advise the chapter in order to meet and exceed annual expectations outlined in Accreditation

Chapter Advisor

Goal: The advising team leader and mentor to the chapter President

- ⇄ Mentor the Undergraduate President
- ⇄ Lead the advising team
- ⇄ Regular communication with ACB President & main College/University administrator
- ⇄ Work with the New Member Educator to organize the new member program and *The Gordian Knot*

Growth Advisor

Goal: To advise the undergraduate chapter on all matters related to recruitment and retention

- ⇄ Mentor the Recruitment Chair
- ⇄ Facilitate organization of a one-day retreat to identify chapter core values, improve communication skills, and market the Fraternity through creation of a recruitment plan
- ⇄ Help the Recruitment Chair & New Member Educator to facilitate recruitment aspects of *The Gordian Knot*

Healthy Lifestyles Advisor

Goal: Encourage the undergraduate chapter to make healthy lifestyle decisions

- ⇄ Mentor the Social Chair and Sergeant-At-Arms
- ⇄ Work with the New Member Educator to facilitate the Healthy Lifestyle aspects of *The Gordian Knot*
- ⇄ Work with Sergeant-At-Arms to provide semesterly Healthy Lifestyle learning opportunities
- ⇄ Work with Sergeant-At-Arms to educate all members on Responsibility & Accountability policies

Personal Success Advisor

Goal: Promote academic success & personal development

- ⇄ Mentor the Undergraduate Vice President
- ⇄ Work with the Undergraduate Vice President to develop an academic program
- ⇄ Coordinate the EDGE mentoring program with VP-Alumni Involvement and the undergraduate EDGE Chair
- ⇄ Assist the Undergraduate Vice President in the creation and coordination of a guest speaker program

Campus and Community Involvement Advisor

Goal: Promote awareness & importance of involvement in campus & community organizations

- ⇄ Mentor the Community Service Chair
- ⇄ Work with Community Service Chair to create a well rounded involvement program
- ⇄ Create opportunities for members to understand the purpose of community involvement
- ⇄ Work with the Community Service Chair to plan regular service projects

POSITION	TIME COMMITMENT	WORKSITE	QUALIFICATIONS SOUGHT
ACB President	2 years 8-18 hrs/month	Home & Campus	Management experience (strategic planning, communication skills, vision, project development skills), Understanding of successful organizational operations
Vice President of Alumni Involvement	1 year minimum 7-12 hrs/month	Home	Event planning, interpersonal skills, mentoring skills
Secretary	1 year minimum 5-15 hrs/month	Home	Written communication, effective project management skills
ACB Treasurer	1 year minimum 10-15 hrs/month	Home & Campus	Financial management background, mentoring skills
Undergraduate President	1 year minimum 8-10 hrs/month	Campus Community	Effective communication and Leadership skills
Undergraduate Treasurer	1 year minimum 4 hrs/month	Campus Community	Understanding of financial management, leadership skills
Chapter Advisor	2 years 10-15 hrs/month	Campus Community	Effective communication skills, willingness to be a "counselor" for the chapter President, leadership training or experience
Growth Advisor	2 years 10-15 hrs/month	Campus Community	Recruitment, sales, or marketing experience and/ or background, Creative thinker, ability to motivate, team player, and good verbal communication skills and an ability to teach those skills to others
Healthy Lifestyle Advisor	2 years 10-15 hrs/month	Campus Community	Willingness to educate members on the importance of making healthy lifestyle decisions
Personal Success Advisor	2 years 10 hrs/month	Campus Community	Leadership development & training experience
Campus & Community Involvement Advisor	2 years 10 hrs/month	Campus Community	Active involvement in the community

BENEFITS

- Positively affecting the lives of young men
- Personal and professional development
- Networking opportunities
- Creating new and continuing old friendships
- Influencing the operation of the organization
- Organization success
- Challenging yourself and others to a greater good

EXPECTATIONS OF HEADQUARTERS

Regular Communication

- Bi-monthly Fraternity information via Delta Sigma Philes
- Monthly e-newsletter for volunteers, *Connections*
- Biannual magazine, *The Carnation*

Training

- On-site training from staff members and veteran volunteers
- Biennial national convention
- Annual Regional Leadership Academies

Resources

- Easy access to HQ staff: 317/634-1899 ext. 0; e-mail: info@deltasig.org
- Opportunities to interact with national volunteers (Leadership Advisors) on project specific basis
- Web-based resources for Advising Team members and ACB officers at www.deltasig.org

ACKNOWLEDGEMENTS

This manual is Delta Sigma Phi's first attempt to combine the traditional ACB Manual with information relative to our updated volunteer structure, specifically the Chapter Advising Team. It is our hope that a more comprehensive manual will prove to be a useful resource for our local-level volunteers.

The 1989 edition of the *ACB Guide* was edited by Clint Snedegar, *Transylvania '88*; Eric Webber, *Texas '79*; and David Martin, *Western Carolina '81*. This manual was edited by George Miller.